



REQUEST FOR SERVICES

**ORGANIZATIONAL DEVELOPMENT & INTERIM EXECUTIVE DIRECTOR
FOR THE GREAT REDWOOD TRAIL AGENCY**

DUE: May 2, 2022

Contact:

California State Coastal Conservancy

Attn: Mary Small

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1 PROJECT OVERVIEW

1.1 The Great Redwood Trail

In 2018, legislation (Senate Bill 1029) declared that “the North Coast Rail Authority’s (NCRA) railroad tracks, rights of way (ROW), and other properties provide an opportunity to create a Great Redwood Trail for hiking, biking, and riding, that may be in the public and economic best interests of the north coast” The legislation sought to assess the feasibility of turning the 316-mile historic corridor into a long-distance recreational trail to be known as the Great Redwood Trail.

Running from the San Francisco Bay in Marin County through Sonoma, Mendocino, Trinity, and Humboldt counties to Humboldt Bay in the north, the legacy railway could be used to create a multi-use trail that would serve communities along the North Coast. It would traverse the California redwoods, run next to oak woodlands and vineyards of Sonoma and Mendocino counties, wind through the Eel River Canyon next to the designated Wild and Scenic Eel River, and follow the shoreline of Humboldt Bay (Great Redwood Trail Alliance 2020).

With SB 1029 the legislature called for the preparation of a feasibility study for the Great Redwood Trail. California State Parks, working under contract from CalSTA prepared The Great Redwood Trail Feasibility Assessment. The Assessment provided the legislature an in-depth look at the railroad infrastructure and the physical and environmental characteristics of the corridor. Based on these factors, as well as a cost estimates, it also provided recommendations for which portions of the trail are more or less feasible for development.

After considering the feasibility study the legislature decided to move forward with the creation of the Great Redwood Trail. SB 69 was passed in 2021 and provides the framework needed to develop the trail. First, the right-of-way was divided on the Mendocino/Sonoma County line. South of Mendocino the rail right of way has been transferred to Sonoma-Marín Area Rail Transit (SMART) which will lead the development of the Great Redwood Trail for its section. Second, to manage and develop the northern section of the trail SB 69 established the Great Redwood Trail Agency (GRTA) the successor agency to the North Coast Rail Authority.

1.2 The Great Redwood Trail Agency

SB 69, the Great Redwood Trail Act, renamed the North Coast Railroad Authority (NCRA) the Great Redwood Trail Agency (GRTA) on March 1, 2022. The Great Redwood Trail Agency owns the rail right of way for the approximately 252 mile section from the Sonoma/Mendocino County line to its end on the Samoa Peninsula in Humboldt County. The GRTA is created to, among other things, (1) inventory any parcel, easement, or contract related to its rail rights-of-way, (2) complete an environmental assessment of the conditions of its rail rights-of-way for purposes of trail development, (3) plan, design,

construct, operate, and maintain a trail in, or next to, the rail rights-of-way, and (4) complete a federal railbanking process for the rail rights-of-way.

The voting members of the Board of Directors of the Great Redwood Trail Agency are composed of appointees from the Counties of Humboldt, Marin, Mendocino, and Sonoma, and one city representative selected by the cities served by the rail line. The Governor and the California Natural Resources Agency are authorized to appoint two non-voting directors.

The Coastal Conservancy was appropriated funding to support the GRTA and develop the Great Redwood Trail Master Plan. This request for services seeks consultant assistance to support organization development and interim staffing of the GRTA. The goal of this contract would be to support the GRTA with organizational development during a start-up period of two years during which time the contractor would work with the GRTA Board of Directors to establish policies and procedures to govern its operation, to create a business plan, and to hire professional staff for the GRTA.

1.3 Project Goals and Objectives

Specific goals and objectives for this scope of work include:

1. Develop and update agency policies and procedures for new public agency.
2. Provide an interim executive director for two years.
3. Coordinate with the Great Redwood Trail Master Planning consultants and Coastal Conservancy staff to provide review and information to support the development of the Master Plan and rail banking efforts.
4. Develop a business plan for the GRTA, including inventory of real assets, review of existing and potential revenues and expenditures and a funding strategy for the GRTA.
5. Support a hiring process for the GRTA Board to hire staff.

2 SCOPE OF WORK

Task 1 – Develop and update agency policies and procedures for new public agency

Working closely with the Board of Directors of the GRTA and the Coastal Conservancy, the consultant will assess the existing policies and procedures, determine needed changes and draft updated policies and procedures for successful operation of the GRTA. The GRTA is subject to the Ralph M. Brown Act and the California Public Records Act. Policies and procedures cover areas such as personnel guidelines, records retention policies, conflict of interest, and public meeting procedures.

It is anticipated that some core functions of the GRTA will occur through joint power agreements or other partnerships. The consultant will help draft these agreements as needed.

- ✓ Deliverables:
 - Review of existing policies and procedures
 - Assessment of needed changes and new policies
 - Draft updated policies and procedures
 - Present updated policies to GRTA Board of Directors, revise per their direction and present for adoption
 - Draft joint powers agreements and other agreements as needed

Task 2 – Provide an interim executive director who will lead and manage the GRTA for up to two years.

The consultant will provide an experienced interim executive director to staff the GRTA for up to two years. The interim executive director will work closely with the GRTA Board to set organizational strategy and direction as well as manage day to day operations of the new agency.

The consultant will effectively communicate with the Board and provide, in a timely and accurate manner, all information necessary for the Board to function properly and make informed decisions. This includes providing support for GRTA Board meetings, approximately twelve per year, in accordance with the Ralph M. Brown Act and California Public Records Act.

The interim executive director will act as a point of contact for the GRTA for the Great Redwood Trail Master Plan, provide information from the GRTA to inform the Master Plan, provide review of draft documents and other support to the master planning process and communicate regular updates about the Master Plan and railbanking efforts to the GRTA Board of Directors. The consultant will develop a website for the GRTA.

The interim executive director will coordinate and work closely with the GRTA's staff and Board of Directors to develop an annual budget and work program and to manage organizational finances such that the GRTA maintains a positive financial position and operates within its means. This will include reviewing existing processes and developing procedures and manuals to ensure successful operation of the GRTA (see Task 1). Operational tasks may include, but are not limited to, managing staff, hiring contractors as needed to implement the work program, maintaining relationships with agency partners, communicating effectively with the public, and working with the Conservancy and agency partners to pay bills and manage accounts of the GRTA.

- ✓ Deliverables:
 - Support Board meetings
 - Development and Adoption of annual budget and work plan
 - Implementation of Work Plan
 - Creation of a GRTA website

Task 3 – Develop a business plan for the Great Redwood Trail Agency, including inventory of real assets, review of existing and potential revenues and expenditures

The consultant will work closely with the GRTA Board of Directors and the Conservancy to conduct an inventory of the assets of the GRTA and develop a business plan based on those assets. Review existing file system, arrange for documents to be scanned and backed up electronically if needed. It is expected the inventory will include review of existing real property assets, revenue, and potential new revenue opportunities (such as fees or leases), and liabilities, and develop a funding strategy. The GRTA business plan will also include analysis of the recurring expenditures of the GRTA and a five year budget projection.

✓ Deliverables:

- Inventory of assets, revenues and liabilities
- Review existing file system, arrange for documents to be scanned and backed up electronically.
- Development of business plan, including a 5 year budget and funding strategy

Task 4 – Manage the Trail right of way and existing assets

The consultant will develop and implement an interim strategy to maintain the safety and future development potential of the existing right of way. This may include resolving illegal encroachments on the right of way, the safety and maintenance of structures such as trestles and bridges, and annual fuels maintenance.

Task 5 – Support the Great Redwood Trail Agency Board of Directors in a hiring process to hire executive director

The consultant will lead the GRTA Board of Directors through a hiring process to select a permanent executive director. This will include writing a job description, advertising, arranging interviews, and helping the Board of Directors to select a final candidate and to establish terms of employment.

3 REQUEST FOR PROPOSAL PROCEDURE

3.1 Minimum Requirements

The consultant must demonstrate significant prior experience with organizational development and change management. Consultant must demonstrate understanding of public agency management, business plan development, and experience working with a Board of Directors.

Desirable qualifications for the interim executive director:

- Leadership experience managing an organization.
- Strategic thinker who is good at making decisions with an understanding of how they impact the big picture.

- Excellent interpersonal and communication skills.
- Strong strategic fiscal management, oversight and budgeting skills.
- Ability to maintain relationships with external stakeholders.
- Good understanding of operational systems, experience developing organizational policies and procedures.
- Experience working with boards of directors.
- Problem solver.

3.2 Key Dates

Consultants submitting proposals are advised of the key dates and times shown below and are expected to adhere to them.

Request for Proposals Released	3/22/22
Proposals Due to Coastal Conservancy	5/2/22
Reviews/Interviews/Contract Negotiation	May - June
Estimated Start of Work	July 1, 2022

3.3 Public Records Act

California Government Code Sections 6250 *et seq.*, the California Public Records Act, provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. Be advised that all information submitted in response to this RFP and any contract that eventually arises from this RFP is a public record in its entirety. By submitting materials, you are consenting to release of such materials if requested under the Public Records Act

3.4 Proposal Submission Requirements

The total submittal package should be about 10 pages and should include:

1. A more detailed scope of work for Tasks of this project, including detailed information on approach, subtasks, and interim milestones. In addition, the Consultant may propose to the Conservancy to eliminate or add project tasks in the interest of improving the success of the project. Please explain any deletions or additions of tasks. (5 pages maximum)
2. A proposed schedule to complete all the tasks identified in the Scope of Work. (2 pages maximum)
3. Budget
4. Description of past and/or current involvement with three relevant projects completed by the consultant within the past five years. These descriptions must specify what work was performed by which individuals, the client's name and contact

information, a brief description of the project, and how the project relates to this proposed scope of work, (2 pages maximum).

5. Resumes for the interim executive director and any other key team members. If applicable, a project organization chart showing how the project team is organized including roles of the project manager and other key team members and level of participation of each team member. Please specify if team members and/or subcontractors have worked together on projects in the past. Provide availability of key team members to participate in the work. (1 page maximum)
6. Contact information for three references familiar with respondent's performance on comparable projects. (1 page maximum)
7. Any potential conflicts of interest that the firm/team may have in carrying out the tasks described herein, including under Public Contracts Code section 10411 regarding former state employees. (1 page maximum)

3.5 Submittal

An electronic copy of your proposal should be submitted by email to mary.small@scc.ca.gov. Submittals should be received by 5pm on May 1, 2022.

3.6 Selection Criteria

The Conservancy may request supplemental information. Interviews may be conducted if deemed necessary. Potential contractors will be ranked based on the following criteria:

1. Consultant's understanding of the nature of the proposed work, as demonstrated by the Scope of Work, including specific approaches, recommended actions and proposed products. (1 - 10 points)
2. Demonstrated capability and competence to perform the work including the consultant's past experience with similar projects, the experience of key personnel, the nature and quality of the consultant's past work, and any specialized qualifications for the services to be performed. (1 - 20 points)
3. Budget - the consultant recommended scope of work and budget is cost effective (1-10 points)

The consultant will be paid for its actual time and expenses up to the amount provided for each task in the final project budget. The consultant should anticipate that ten percent (10%) will be withheld until all work is completed to the satisfaction of the Conservancy. The Conservancy must also approve all interim work products before payment. The consultant will be hired under contract to the Conservancy. The Conservancy may elect to extend the contract or add additional funding if future tasks are identified.